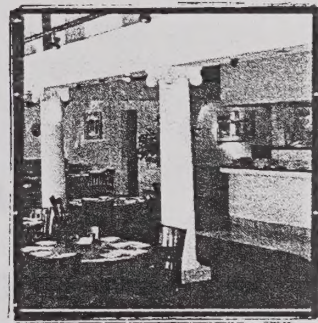


99 00644



City of Dublin



INSTITUTE OF GOVERNMENTAL
STUDIES LIBRARY

MAY 17 1999

UNIVERSITY OF CALIFORNIA

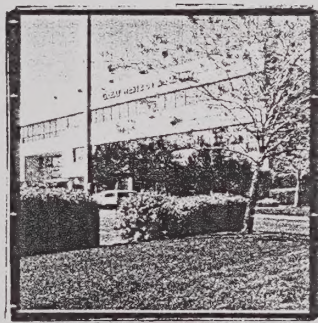


Downtown Economic Vitality Plan 1998



Evaluations of Present
and Anticipated Future
Conditions

Attachment A



Recommendations by

The Downtown Study Task Force

For Improved Downtown Economic Vitality



DOWNTOWN STUDY TASK FORCE

TABLE OF CONTENTS

The Downtown Study Task Force (DSTF) was established by the City Council in October of 1987 to analyze current market conditions, assess the City and Tri-County area in relation to Downtown Dublin commercial activities, with new downtown construction beginning to attract Dublin coupled with the City's new downtown development projects to address other, the need to revisit the issue of downtown development. The issue of Downtown Dublin became the focus of the Downtown Study Task Force.

1. Downtown Study Task Force

2. Downtown Profile

The Downtown Study Task Force was charged to study and assess current market conditions relative to the City and Tri-County area in relation to Downtown Dublin commercial activities, with new downtown construction beginning to attract Dublin coupled with the City's new downtown development projects to address other, the need to revisit the issue of downtown development. The issue of Downtown Dublin became the focus of the Downtown Study Task Force.

3. Competition to Dublin's Downtown

4. Dublin's 1987 Downtown Specific Plan

The Downtown Study Task Force was charged to study and assess current market conditions relative to the City and Tri-County area in relation to Downtown Dublin commercial activities, with new downtown construction beginning to attract Dublin coupled with the City's new downtown development projects to address other, the need to revisit the issue of downtown development. The issue of Downtown Dublin became the focus of the Downtown Study Task Force.

5. Physical Improvement Ideas for the Downtown Area

The Downtown Study Task Force was charged to study and assess current market conditions relative to the City and Tri-County area in relation to Downtown Dublin commercial activities, with new downtown construction beginning to attract Dublin coupled with the City's new downtown development projects to address other, the need to revisit the issue of downtown development. The issue of Downtown Dublin became the focus of the Downtown Study Task Force.

6. Downtown land Use Policy Review

7. Evaluation of Downtown Events and Activities

The Downtown Study Task Force was charged to study and assess current market conditions relative to the City and Tri-County area in relation to Downtown Dublin commercial activities, with new downtown construction beginning to attract Dublin coupled with the City's new downtown development projects to address other, the need to revisit the issue of downtown development. The issue of Downtown Dublin became the focus of the Downtown Study Task Force.

8. Economic Development Tools to Aid Downtown Commerce

9. Downtown Study Task Force Recommendations

David B. Bunker

Rich Carrasco

Craig Collins

James Collins

Gregory Davis

Dwight D'Angelo

Robert Egan

Nancy Farley

Steve Fisher

Nancy Flaherty

Charles Fox

John G. Galt

George Hall

Michael J. Hinch

John Hinson

Tommy O'Connell

Michael Parsons

Don Sanders

Mary Taha

Paul W. Wynn

Bryan Walsh

George Zick

TABLE OF CONTENTS

1. Overview and Introduction	1
2. Background and Rationale	2
3. Objectives and Scope	3
4. Methodology and Data Collection	4
5. Results and Discussion	5
6. Conclusion and Recommendations	6
7. Appendixes	7
8. Bibliography	8
9. Index	9

DOWNTOWN STUDY TASK FORCE

The Downtown Study Task Force (DSTF) was established by the City Council in October of 1997 to analyze current market conditions affecting the City and Tri-Valley area in relationship to Downtown Dublin commercial activities. With new commercial construction beginning in eastern Dublin coupled with aggressive development of new commercial projects in adjacent cities, the need to revisit the issue of maintaining and improving the economic vitality of Dublin's Downtown became the focus of the Downtown Study Task Force.

The Downtown Study Task Force was asked to meet and discuss pertinent issues relative to improving the long term economic vitality of the Downtown and bring back to the City Council a list of recommendation to be reviewed and if appropriate, acted on by the Council. The report that follows is the combined efforts of a very dedicated group of citizens, landlords, and Dublin business owners that have met monthly during the last year in helping to prepare this report.

It is the hope of the Downtown Study Task Force that the ideas and recommendations of this report evolve through the leadership of the City Council into projects that improve business opportunities for those companies that have been the historical strength of Dublin's commerce.

The Task Force recommends that the City Council implement the recommendations that are contained in this report.

Sincerely,

Mary Beth Acuff

Patricia Benavidez

Michael Bischoff

Bernice Bywater

Rick Camacho

Craig Caldwell

James Chapin

Bridget Craig

Sylvia D'Angelo

Robert Enea

Nancy Feeley

Bruce Fiedler

Nancy Finley-King

Christina Foxx

Garay Harper

Brett Jensen

Jenet Livergood

Janet Lockhart

Connie Mack

Michael S. Mikulich

Julie Nielsen

Tony Oravetz

Michael Perkins

Dan Straface

Manjit Sidhu

Paul Wasserman

Sawsan Wolski

George Zika

DOWNTOWN STUDY TASK FORCE

The Downtown Study Task Force (DSTF) was established by the City Council in January of 1987 to study current and future downtown conditions affecting the City and its future role in downtown development. The DSTF was composed of representatives from various downtown organizations and the City. The DSTF's mandate was to study the current and future downtown conditions and to make recommendations to the City Council on how to improve downtown conditions and to make recommendations on how to improve downtown conditions and to make recommendations on how to improve downtown conditions.

The Downtown Study Task Force was asked to study and make recommendations on how to improve downtown conditions and to make recommendations on how to improve downtown conditions and to make recommendations on how to improve downtown conditions.

It is the hope of the Downtown Study Task Force that the ideas and recommendations of this report will be used by the City Council and the City to improve downtown conditions and to make recommendations on how to improve downtown conditions and to make recommendations on how to improve downtown conditions.

The Task Force recognizes that the City Council and the City Council are responsible for the downtown conditions and to make recommendations on how to improve downtown conditions and to make recommendations on how to improve downtown conditions.

Sincerely,

Gregory Harper	Wayne Self
Bill Jensen	Patricia Karpovich
James Thompson	Michael Smith
James Smith	James Smith
James Smith	Mike Smith
Michael C. Smith	Greg Smith
Julie Nelson	James Smith
Tom Smith	James Smith
Michael Smith	James Smith
Jan Smith	James Smith
Wayne Smith	James Smith
Paul Smith	James Smith
James Smith	James Smith
George Smith	James Smith

DOWNTOWN STUDY TASK FORCE

Introduction & Background

Established by the City Council in October 1997, twenty- seven members were appointed to the Downtown Study Task Force (DSTF) with the commission to meet and discuss conditions affecting the economic vitality of Dublin's downtown area. The DSTF was asked to prepare a report with the help of City Staff outlining its findings and recommendations on how to improve and enhance business opportunities in Downtown Dublin.

Appointments to the DSTF included a well balanced group of citizens, landlords and business owners along with representatives of the City Council, Planning Commission and the Chamber of Commerce. The diversity of the Task Force allowed for a number of different perspectives to surface on issues brought to the DSTF. It was the responsibility of City Staff to be the moderators of the 15 meetings held by the DSTF and to research information asked for by Task Force members. Paramount in the process was group participation in an environment that encouraged visionary thinking.

At one of the early meetings of the DSTF, general issues affecting the Downtown were discussed and a survey of the Task Force members was conducted to pinpoint issues of greatest concern. Each member was asked to vote for three issues that they felt were the most important issues facing the economic vitality of Dublin's Downtown. Results of this survey revealed the following results:

RESULTS OF MAJOR CONCERNS/ISSUES SURVEY FOR THE DOWNTOWN STUDY TASK FORCE	
Images of Dublin (create an atmosphere, pedestrian friendly)	16
Eastern Dublin Competition	14
People Gathering Place "Dublin alive after 5"	13
Old Downtown vs. Traditional Downtown	11
Need for Western BART Station	3
"Shop Dublin"	3
Create walking areas (pedestrian walkways)	3
What impact the Flyover will have	1
Other uses besides Retail (other interests)	1
680/Split of Village Parkway	0
Access to the Downtown Community	0
Transportation (move people around)	0
Convenient Parking (Village Parkway)	0

BOXTOWN STUDY TASK FORCE

Introduction & Background

Established by the City Council in October 1981, twenty-seven members were appointed to the Boxtown Study Task Force (BSTF) with the assignment to study and develop recommendations affecting the economic vitality of Boxtown's downtown area. The BSTF was asked to prepare a report with the help of City Staff outlining its findings and recommendations on how to improve and enhance business opportunities in downtown Boxtown.

Appointments to the BSTF included a well-balanced group of citizens, business and labor representatives of the City Council, Planning Commission and the Chamber of Commerce. The diversity of the Task Force allowed for a number of different perspectives to be brought to bear on the study. It was the responsibility of City Staff to be the backbone of the Task Force and to research information asked for by the Task Force members. Responses to the process and group participation in an organized and meaningful manner.

As one of the early findings of the BSTF, general issues affecting the downtown area identified and a survey of the Task Force members was conducted to present a number of recommendations. Each member was asked to vote for their favorite idea that was the most important factor affecting the economic vitality of Boxtown's downtown. Results of the survey revealed the following results:

RANKING OF THE MAJOR CONCERNS BY CITY	
FOR THE BOXTOWN STUDY TASK FORCE	
Rank	Issue
10	Issues of public safety and security (crime, drugs, etc.)
11	Transportation (highways, etc.)
12	Public safety (fire, police, etc.)
13	Old downtown area (historic preservation)
14	Need for downtown parking structure
15	"Shop Boxtown"
16	Crime walking areas (pedestrian safety)
17	When is the future will have
18	Open new business (retail, etc.)
19	Redesign of Village Square
20	Access to the downtown (community)
21	Transportation (new highway, etc.)
22	Commercial parking (highways, etc.)

Staff took direction from the DSTF and prepared future meetings around the following topics:

1. Economic profiles of Dublin's Downtown
2. Competition to Dublin's Downtown commerce
3. Review of Dublin's 1987 Downtown Specific Plan
4. Physical improvement ideas for the Downtown area
5. Evaluation of Downtown events and activities
6. Ideas on how to increase Downtown commerce
7. Review of Downtown land use policies
8. Economic development tools to aid Downtown commerce

The remainder of this report is intended to help Councilmembers understand, in more detail, the issues discussed by the DSTF and then to present a list of ideas and recommendations that the Council can act upon, if deemed appropriate.

Downtown Profile

Boundary Description

One of the first issues discussed by the DSTF was the review and analysis of "what" and "where" the downtown of Dublin is located. The consensus of the DSTF is that the Downtown area for Dublin is basically the same area that was delineated in the 1987 Downtown Specific Plan (see Exhibit 1) with minor differences. One difference being the feeling of the DSTF that all businesses along San Ramon Road from Dublin Boulevard to Amador Valley Boulevard were part of the Downtown and not just those on the east side as delineated in the 1987 Downtown Specific Plan. Also, the Village Square Shopping Center on Village Parkway and Amador Valley Boulevard was not considered by the DSTF as part of the Downtown Study Area.

It was decided by the DSTF that all businesses within the established borders of the Downtown Study Area are considered part of the Downtown and party to the issues facing downtown revitalization. There are 90 office businesses, 258 retail business and 7 industrial businesses that fall within the Downtown Study Area. These companies comprised almost half of the companies with business licenses in Dublin that are not home occupations.

The issue was brought up whether this was to be a Downtown Study Task Force or a City-wide retail task force. The conclusion was that the DSTF was asked by the City Council to focus their attention on the defined downtown area and not general issues regarding retail commerce in Dublin. It was hoped that by strengthening the activity of commerce in Dublin's Downtown, all other retail and commercial outlets in Dublin would benefit as a whole.

Still looking forward from the IRTF and proposed future meetings around the following topics:

1. Economic growth of Dublin's downtown
2. Comparison of Dublin's downtown with other downtowns
3. Status of Dublin's 1987 Downtown Study Plan
4. City and county strategies for the downtown area
5. Evaluation of downtown area and surrounding areas
6. Ideas on how to improve downtown area
7. History of downtown area and its future
8. Historical development of the downtown area

The members of the group are invited to help in the development of the downtown area. The group is invited to help in the development of the downtown area. The group is invited to help in the development of the downtown area.

Downtown Dublin

Downtown Dublin

One of the first plans proposed by the IRTF was the "downtown area" and "downtown area" and "downtown area". The downtown area is defined as the area that is defined in the 1987 Downtown Study Plan (see Exhibit 1) with minor changes. One of the first plans proposed by the IRTF was the "downtown area" and "downtown area". The downtown area is defined as the area that is defined in the 1987 Downtown Study Plan (see Exhibit 1) with minor changes. One of the first plans proposed by the IRTF was the "downtown area" and "downtown area". The downtown area is defined as the area that is defined in the 1987 Downtown Study Plan (see Exhibit 1) with minor changes.

It was decided by the IRTF that all businesses within the downtown area of the downtown area are included in the downtown area and part of the downtown area. The downtown area is defined as the area that is defined in the 1987 Downtown Study Plan (see Exhibit 1) with minor changes. One of the first plans proposed by the IRTF was the "downtown area" and "downtown area". The downtown area is defined as the area that is defined in the 1987 Downtown Study Plan (see Exhibit 1) with minor changes.

The plan was brought up whether this was to be a downtown study plan or a downtown study plan. The conclusion was that the IRTF was asked by the City Council to focus their attention on the downtown area and not on the downtown area. It was hoped that by concentrating the study on the downtown area, all other areas and surrounding areas in Dublin would be a whole.

Old Downtown vs. Traditional Downtown

Although the mix of Dublin's Downtown businesses is similar to many cities, the physical layout and appearance of Dublin's Downtown is not a typical main street downtown. Dublin's Downtown is not set apart by one main street, it is not differentiated by older historical buildings with character, and it is not positioned around a quaint setting. Instead, Dublin's Downtown is the evolution of successful retailing that started in the spring of 1961 with the building of Safeway at the Shamrock Village Shopping Center. Additional commercial space filled in the Downtown area to meet the growing market demand for goods and services creating the Central Business District that exists today. The sprawling physical nature of Dublin's Downtown commerce area has kept the individual entrepreneur usually separate and independent in their business dealing. Dublin has not had a Downtown Merchant Association to help bring together the diversity of independent merchants in the Downtown area to discuss business strategies. Business networking has been championed by the members of the Chamber of Commerce over the years. Unfortunately, not all Downtown businesses are members of the Chamber of Commerce which weakens the ability to strategically plan for events and promotions that involve all Downtown businesses.

Property Ownership Matrix

Ownership of property in the Downtown area was a concern of the DSTF because it was perceived that the majority of Downtown property was owned by absentee landlords who might not share the same values nor see the same vision as the DSTF for the future of the Downtown. Staff was able to find the following land ownership records of Downtown properties in 1997:

COMMERCIAL LAND OWNERSHIP WITHIN DUBLIN, CALIFORNIA October 1997

TYPE	DUBLIN	BAY AREA	CALIFORNIA	OUTSIDE CALIFORNIA
Vacant Land	4	10	0	0
Commercial 1 story	5	20	9	6
Commercial Miscellaneous	3	4	2	0
Discount Department Store	0	1	1	5
Restaurant	2	14	0	3
Shopping Centers	1	0	1	1
TOTAL	15	49	13	15

The perception of the DSTF was correct that ownership of Downtown properties was primarily held by landlords that resided outside of Dublin. Staff found the majority of

these absentee owners are accessible and willing to discuss economic development issues. A number of the landlords and tenants were making improvements to their properties such as Crown Chevrolet, the Monarch Hotel and Pasta Primavera, while others were constructing new facilities such as PetsMart, Outback Steak House and The Good Guys. Staff also spoke with a number of landlords who saw no incentive to investing in physical improvements to entice new tenants.

One of the assignments of Staff was to convey development information to the DSTF members in order to keep them informed of current events affecting Downtown commerce. At each meeting of the DSTF, Staff answered questions and gave a short update on new Downtown Development projects.

Tracking property ownership during the term of the DSTF revealed a number of property sales that occurred in the Downtown area. This information was conveyed to the DSTF to help evaluate local economic trends. Some of the data and trends that were discussed with Staff included 1) increase in sales and property tax from Downtown merchants, 2) lowering of commercial vacancy rates during the last four years, 3) increase in Downtown rental rates of office space and smaller retail space, 4) decrease in rental rates of larger retail space of 10,000 sf to 40,000 sf, and 5) City's dependency on sales and property tax as a means of providing services to the community.

Although Downtown Dublin seemed to be experiencing favorable economic prosperity, numerous members of the DSTF continued to express their concern about future values in the Downtown area due to internal and external competition.

Competition to Dublin's Downtown

High on the list of concerns of the DSTF was the "competition factor" derived from projects being developed in neighboring cities and eastern Dublin. The concern was voiced by many DSTF members that new commercial developments in eastern Dublin, Pleasanton, Livermore and San Ramon would have a negative impact on the continued viability of Dublin's Downtown commerce. Would the new Albertson's in San Ramon, or the new CompUSA in Pleasanton, or the new Regal Cinema in eastern Dublin start changing the buying habits that use to draw customers to Downtown Dublin? Would any or all of the new development outside of the Downtown area draw companies away from the Downtown? Would the proliferation of increased retail outlets put some Downtown Dublin retailers out of business?

Staff was asked to make presentations to the DSTF on the new commercial developments in eastern Dublin. Task members wanted to know if any Downtown merchants were leaving Downtown to become tenants at the Hacienda Crossings Shopping Center in eastern Dublin or other area developments. The only company leaving the Downtown to become one of the retailers in the Hacienda Crossings development is TJ Maxx..

Copelands, Home Express, Red Lobster and Sizzlers all closed their Downtown Dublin locations for business reasons, not relocation reasons. Some of the Task Force members felt that if the Hacienda Crossings project had been built to a smaller scale or not at all, that the same merchants going into the Hacienda Crossing project might have chosen Downtown space instead. Over a period of four years, Best Buy, Old Navy, and Barnes & Noble had looked at downtown sites but decided to locate in the Hacienda Crossing project. Task Force members wanted the City to encourage the development of a new grocery store in Downtown Dublin before a new grocery store is built in eastern Dublin.

At build-out, the Hacienda Crossings project will add an additional 540,769 square feet to Dublin's existing retail inventory of 2,644,814 square feet. DSTF members had different opinions as to the effect that the new Hacienda Crossings project would have on Downtown businesses. In comparison, Pleasanton with a population of 50,000 has approximately 4,324,000 sq. ft. of retail inventory and plans to develop an additional 574,000 sq. ft. of commercial space at the proposed Bernal project.

Although considerable retail and commercial projects have been added to adjacent cities over the last few years, the actual vacancy rate of retail and office space in Dublin has gone down (see Exhibit 2). The strong local and national economy coupled with Dublin's excellent location helped in keeping the majority of Dublin's Downtown buildings occupied and producing.

Dublin's 1987 Downtown Specific Plan

An overview of the 1987 Downtown Specific Plan was presented to the DSTF for their review. Revisiting this documents provided many ideas for the DSTF that paralleled much of their thinking and recommendations. Some of the ideas that were not implemented in the 1987 Downtown Specific Plan are worthy of reconsideration by the City Council.

Exhibit 3 outlines a number of the strategies and programs of the Downtown Specific Plan that the City has been able to accomplish which include: 1) Improving Circulation, 2) Urban Design Improvements, 3) Special Programs, 4) Land Use Revisions, and 5) Parking Standards. In implementing the recommendations of the 1987 Downtown Specific Plan, the City has spent over \$12 million for public improvements in Dublin's Downtown.

Physical Improvement Ideas for the Downtown Area

One of the Task Force members made this statement, "Because Dublin does not have a historical element in the Downtown, we need to figure out how to achieve that feeling. We can't change the underlying infrastructure, and so we need to figure out a way to

soften what we have". Others expressed a need to change the image of the Downtown via physical improvements such as signs, streetscape, project entries, landscape, street and sidewalk medallions, light standards and coordinated colors. As indicated on the initial survey of the DSTF, the image of Dublin's Downtown was their highest concern. Ideas presented in the 1987 Downtown Specific Plan are worth a second look (see Exhibits 4, 5 & 6). There was a consensus of DSTF members that dollars invested by the City in changing the "image" of the Downtown area through a professionally coordinated effort of physical improvements would be money well spent.

The DSTF also felt that different areas within Dublin's Downtown could be molded via physical improvements into different theme areas. Village Parkway was discussed at length as to the types of improvements that might be able to set that section of Downtown off in a special way. Improving the pedestrian walkways, facade improvements, median enhancements, banners, light standards, flags, color coordination for the buildings and diagonal parking were all ideas of the DSTF for just this one area. Other Downtown areas that the DSTF felt merited this kind of study by a professional design firm included the Downtown core area that is anchored by the Mervyn's and Target Shopping Centers and the West BART Station development.

Downtown Land Use Policy Review

The DSTF concluded that the vitality of Dublin's Downtown could be improved with the establishment and implementation of certain land use policies and programs. Planning Staff made a couple of presentations to the Task Force regarding potential land use issues for the Downtown and possible solutions. The DSTF supports the ideas presented under the following three land use topic areas:

1) Modification of General Plan in the Downtown Area

The DSTF suggests that Planning Staff assess the existing General Plan land use designations for the Downtown to determine whether any land use changes should be made that would encourage uses that would improve the vitality of the Downtown. For example, some of the property within the Downtown have a "Retail/Office and Automotive" land use designation (i.e., along the western portion of Village Parkway) and "Public/Semi-Public Facility" land use designation (i.e., along Golden Gate Drive). The DSTF suggests that these land uses be changed to allow more retail commercial-type uses, which includes eating and entertainment uses, and office-type uses that are typically found within downtown areas.

Changes that are made to the General Plan would require changes to the Zoning Ordinance. The City's Zoning Ordinance must be consistent with the General Plan. The parcels within the Downtown that have the "Public/Semi-Public Facility" General Plan land use designation have an M-1, Light Industrial Zoning District zoning designation. A

...of physical appearance... would be very well...
...of physical appearance... would be very well...
...of physical appearance... would be very well...

The DPTP also...
...of physical appearance... would be very well...
...of physical appearance... would be very well...

Downtown Land Use Policy Review

The DPTP concluded that the vitality of Downtown could be improved with the...
...of physical appearance... would be very well...
...of physical appearance... would be very well...

1) Identification of General Needs for Downtown Area

The DPTP suggests that planning staff assess the various General Plan land use...
...of physical appearance... would be very well...
...of physical appearance... would be very well...

Changes that are made to the General Plan would require changes to the...
...of physical appearance... would be very well...
...of physical appearance... would be very well...

portion of this area includes the BART property, which would be the future site of the West Dublin BART Station parking lot and the other portion is currently occupied by a warehouse-type building, formerly the Unisource Building. The DSTF concluded these parcels are currently under-utilized and that the M-1 zoning designation is inappropriate for Dublin's Downtown because it limits the land use potential for these properties. In consideration of the close proximity of these parcels to the freeways, their central location within the Downtown, and future development of the BART Station; the Task Force believes these parcels can attract a higher level of use. The DSTF also suggests assessing other parcels within the Downtown which may be under-utilized and which may require rezoning.

2) Create New Flexible Zoning to Accommodate Multiple Downtown Uses

Members of the Task Force suggest incorporating flexible zoning in order to accommodate a variety of uses on any given parcel or combination of parcels within the Downtown. For example, a mixed-use development could include retail, restaurant, entertainment, office and residential type uses. A mixed-use development could also be buildings with retail and office uses on the bottom level, and residential land uses on the upper levels.

The DSTF believes that a mixed-use development would achieve a "pedestrian-oriented" downtown with successful, thriving businesses. Mixed-use developments would bring more people and activities to the Downtown area, especially if the development includes uses such as theaters, restaurants and specialty food stores. Also, a thriving mixed-use development would successfully attract new businesses that desire to remain viable and profitable.

The DSTF is advocating for a more "pedestrian-oriented" downtown. A mixed-use development could emphasize pedestrian-oriented designs, such as incorporating "paseos" (or pathways), human-scale architecture, compact building spaces, increased landscaping and stores with street frontage orientation.

The DSTF envisions the area around the future West Dublin BART Station as a potential site for a mixed-use development with retail, office, hotel and high density residential uses. The DSTF supports the idea of establishing a Transit Village Development District for this area. In compliance with the State Government Code, a city can establish such a district by preparing a land use plan for the area. The current M-1 zoning designation would be replaced with zoning that is in compliance with the land use plan.

3) Restrictive Zoning Policies

The Committee recommends that the City conduct a further analysis of the Zoning Ordinance to determine whether the Ordinance contains certain provisions that would be too restrictive for developers of new projects within the Downtown and which may serve

as obstacles to good commercial development. For example, the City may want to incorporate more flexible sign regulations and parking standards. The City could be more flexible with sign regulations, especially for commercial centers with minimal tenant visibility. In addition, the City could allow increased development in the Downtown without requiring additional parking in those areas where parking ratios are currently excessive.

The DSTF also recommends that Staff review the existing Dublin Downtown Specific Plan which includes development standards that the City may want to adopt as Zoning Ordinance regulations.

Evaluation of Downtown Events and Activities

Special events that encourage residents and non-residents to gather and shop in the Downtown area of Dublin were highly favored by the Task Force. The idea of starting a Dublin Farmers' Market was championed by the DSTF and considered a worthy event for the City to sponsor each year. Bringing the Pasta and Jazz Festival to Dublin was encouraged by the DSTF. The idea of having a second major event, such as the Dublin Pasta and Jazz Festival, to compliment the St. Patrick's Day Celebration helps to bring more people Downtown. It is the desire of the DSTF that a second major event continue to be held in Downtown Dublin.

The Chamber of Commerce made a presentation to the DSTF outlining its objectives and the programs that it sponsors to help promote business in Dublin. As mentioned, the Chamber is the primary source of business networking. In the past, the Chamber has sponsored special business promotion events such as the Sidewalk Sales Days, Moonlight Sales and Hawaiian Days promotion. The objective of these events was to help coordinate marketing among the many independent Dublin merchants.

The DSTF would like to see a joint effort of the City participating with the Chamber in promoting a "Shop Dublin" campaign. New street banners would be used to promote the "Shop Dublin" program that could be coordinated with the individual marketing campaigns of Downtown businesses.

Economic Development Tools to Aid Downtown Commerce

Members of the DSTF were given an overview of programs that are being used by other cities to strengthen their downtowns. One program that has been highly successful is the adoption and implementation of redevelopment plans by different cities. The DSTF identified certain areas of the City and Downtown that might be able to be incorporated into a redevelopment project area which could use redevelopment funds for improvements. It was suggested by the DSTF that the City fund an initial feasibility

as a catalyst to good commercial development. The strategy the City may want to incorporate more housing, especially for commercial centers with related retail facilities. In addition, the City could offer incentives for development in the downtown without requiring additional zoning in those areas where parking is the primary

The DSTR also recognizes that there are many other factors that influence the downtown. The City should consider development incentives and the City may want to study as follows:

Evaluation of Downtown Events and Activities

Special events that encourage tourism and participation in games and sports in the downtown area of Dallas are highly valued by the City. The City should consider a "Downtown Festival" which would be organized by the DSTR and would include a variety of events for City to sponsor and/or encourage. The City should consider a variety of events, such as the DSTR, the annual DSTR festival, and other events. The City should consider a variety of events, such as the DSTR, the annual DSTR festival, and other events. The City should consider a variety of events, such as the DSTR, the annual DSTR festival, and other events.

The DSTR also recognizes that a variety of events are held in the downtown area. The City should consider a variety of events, such as the DSTR, the annual DSTR festival, and other events. The City should consider a variety of events, such as the DSTR, the annual DSTR festival, and other events. The City should consider a variety of events, such as the DSTR, the annual DSTR festival, and other events.

The DSTR would like to see a joint effort of the City participating with the DSTR in providing a "Shop Dallas" campaign. This campaign would be used to promote the "Shop Dallas" program that aims to encourage shopping in the downtown area.

Economic Development Tools to Aid Downtown Commerce

Members of the DSTR were given an overview of programs that are being used by other cities to encourage their downtown. One program that has been highly successful is the "Shop Dallas" campaign. This campaign aims to encourage shopping in the downtown area. The DSTR would like to see a joint effort of the City participating with the DSTR in providing a "Shop Dallas" campaign. This campaign would be used to promote the "Shop Dallas" program that aims to encourage shopping in the downtown area.

study to determine whether the creation of a redevelopment agency and the adoption of a redevelopment plan is legally, politically and financially practicable.

The use of a façade improvement program was also looked upon favorably by the DSTF. This program would offer an incentive to Dublin merchants to improve the image of Dublin by fixing and enhancing business storefronts. Effective in many California cities, Dublin's Downtown could become more decorative and stylish through this type of a program.

The idea of creating Business Improvement Districts was discussed as a way to raise funds for improvements. The DSTF also discussed the idea of forming a City Business Commission, but felt that a Task Force could be formed by the City in the future when the need arose instead of form a new permanent commission.

Downtown Study Task Force Recommendations

It was suggested by members of the DSTF that the recommendation of this Downtown Economic Vitality Plan be separated into "Short-Term" and "Long-Term" recommendations. Knowing that some of the recommendations included in this report will require funding and additional analysis by different City Departments in order to be implemented, further study by City Staff may be necessary to estimate costs of implementation before the City Council would be able to act on a specific DSTF recommendation.

Short Term Recommendations for Downtown Economic Vitality

1. Continue the promotion of the Dublin Farmers' Market with the market being moved, if possible, to a location more central to Dublin's Downtown.
2. Purchase new festive banners that would promote a "Shop Dublin" campaign.
3. Continue City sponsorship of the annual St. Patrick's Day Celebration and support of a 2nd major festival in the summer, such as the Dublin Pasta & Jazz Festival.
4. Commission design study for integrated approach to improving the physical appearance to the Downtown area. This study would bring back to the Council specific design ideas and estimated costs for new signs, flags, banners, streetscape, monuments, project entries, street and sidewalk medallions, light standards, benches and any other physical improvements ideas deemed appropriate for the Downtown.
5. Commission a Redevelopment Feasibility Study in order to determine whether the adoption of a redevelopment plan is legally, politically and financially practicable.
6. Appropriate additional funds to help market Downtown properties. These funds might include the creation of a new brochure highlighting the Downtown, participation in area trade shows, such as the International Council of Shopping Center Conventions, etc.

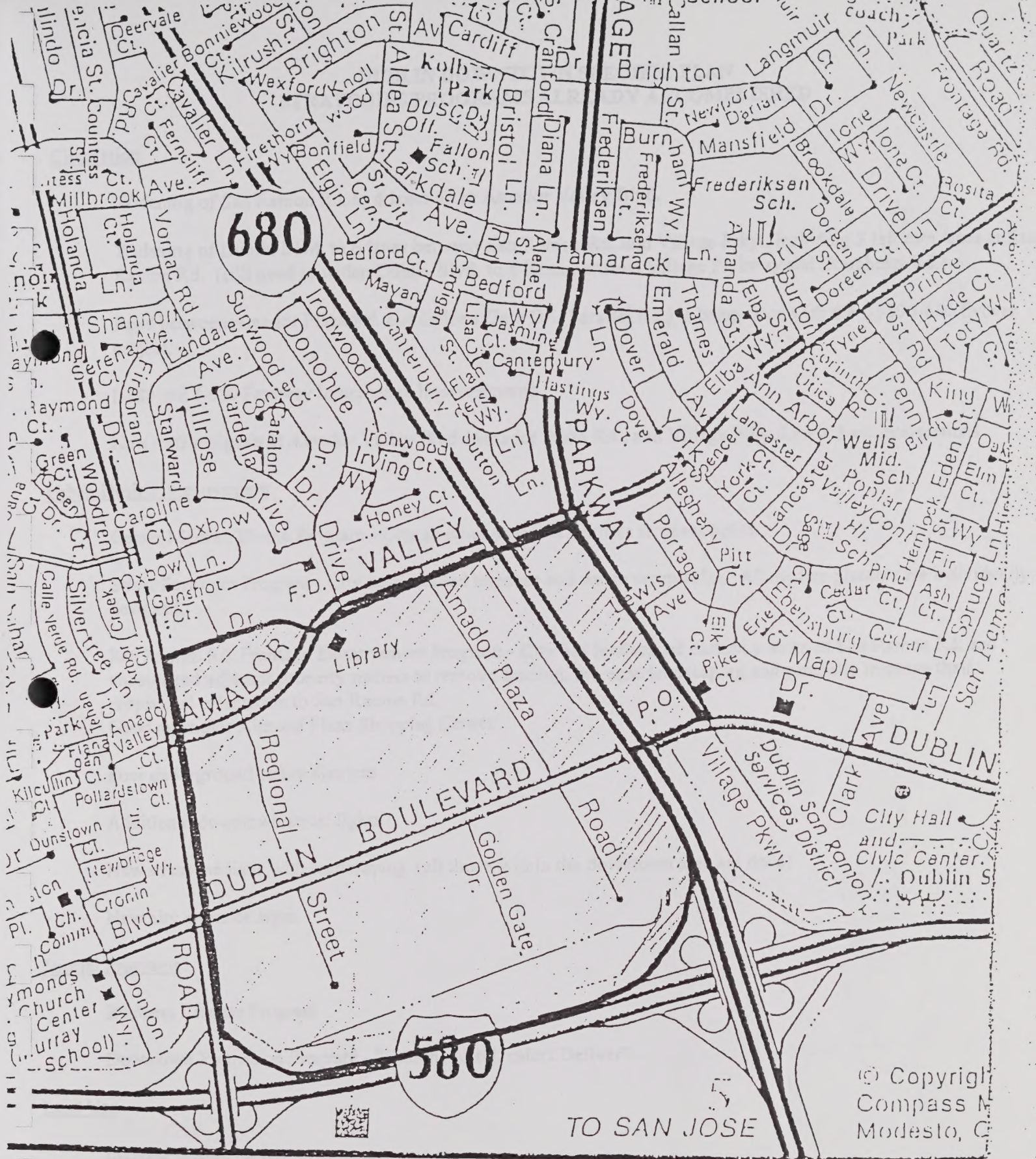
Long term recommendations:

1. Initiate specific land use studies for designated areas of Dublin's Downtown that would include the following areas:
 - a) Village Parkway commercial area,
 - b) West BART Station area,
 - c) Downtown core shopping area that would include both the Mervyn's and Target anchored shopping centers.
2. Promote the creation of Downtown gathering places to enhance the image of Dublin's Downtown. This might include the creation of a location with public art or a fountain; the development of a performing arts building; or private developments that bring people Downtown to gather and enjoy their surrounding.
3. Promote public/private development of the West Dublin BART Station for a mixed-use development.
4. Implement a Facade Improvement Program that provides incentives for individuals wanting to improve the condition and appearance of Downtown storefronts.
5. Modify the General Plan in the Downtown area to encourage uses that would improve the vitality of the Downtown.
6. Create new flexible zoning to accommodate multiple downtown uses.
7. Review and change, where appropriate, restrictive zoning policies.
8. Encourage the development of a new downtown supermarket before one is built in eastern Dublin.

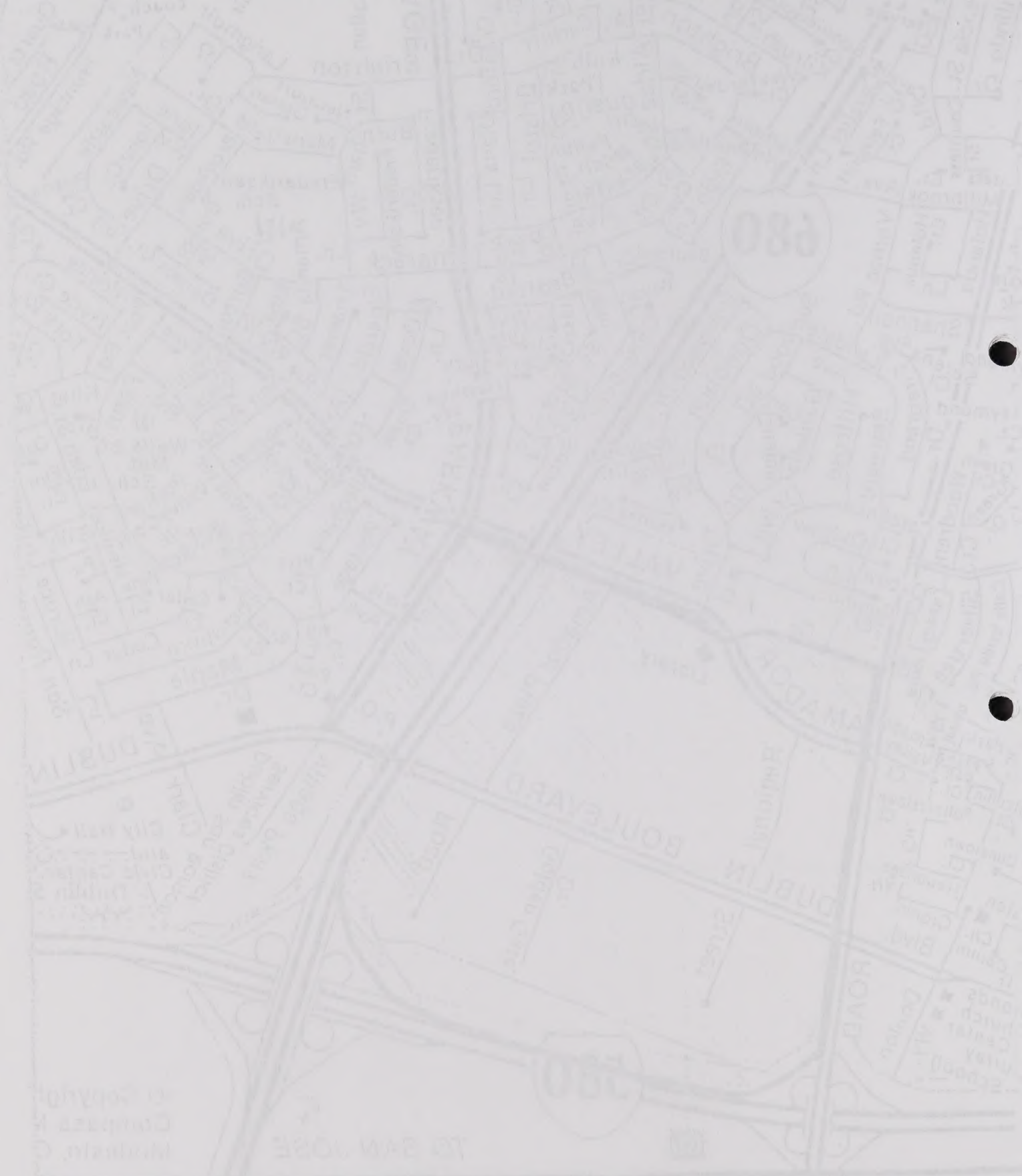
1. Initial specific land use studies for designated areas of Dublin's Downtown area

2. Present the results of Downtown gathering places to extend the scope of Dublin's Downtown. This might include the creation of a Downtown with public art as a landmark, the development of a performing arts festival, or private development that bring people Downtown to gather and enjoy their surroundings.
3. Promote public-private development of the West Dublin BART Station for a mixed-use development.
4. Implement a Public Improvement Program that provides incentives for businesses wanting to improve the condition and appearance of Downtown's streets.
5. Identify the Central Plan as the Downtown area to encourage that which improves the vitality of the Downtown.
6. Create new flexible zoning to accommodate multiple downtown uses.
7. Review and change where appropriate existing zoning policies.
8. Encourage the development of a new downtown apartment policy that is both in eastern Dublin.

OFFICIAL USE ONLY - NOT TO BE REPRODUCED



Area Identified as "Downtown"
by Straw Vote by the Downtown
Study Task force 10-15-97.



Study Test force 10-15-71
Area I identified as "Downtown"
by Street View by the Downtown

DUBLIN DOWNTOWN SPECIFIC PLAN
STRATEGIES/PROGRAMS ALREADY ACCOMPLISHED

Circulation

Widening of San Ramon Rd. to 6 lanes up to Amador Valley Blvd.

Widening of Dublin Blvd. to 6 lanes between San Ramon Rd. and Village Prky., including 3 left turn lanes at San Ramon Rd. (still need to widen Dublin Blvd. to 6 lanes between Village Parkway and Dougherty Rd.)

Road between Amador Plaza Rd. and Golden Gate Dr. (Parallel Rd.) is being done with the I-580/I-680 flyover project.

I-580 and I-680 Freeway Interchange Improvements

New traffic signals at Amador Valley Blvd./Amador Plaza Rd., and Village Prky./Lewis Ave. intersections

Urban Design Improvement

Center Median Theme Program - City attaches seasonal banners to street lights

Street Furniture Program - City has installed benches and waste receptacles. All median planters are individually designed.

San Ramon Rd. Frontage Enhancement Program - City has landscaped eastern portion of San Ramon Rd. and encouraged adjacent property owners to remove fencing, increase landscaping and generally improve their properties' orientation to San Ramon Rd.

Good example: Almond Plaza Shopping Center

Four underground utility districts

Additional downtown street lights

New street medians with landscaping (all those within the downtown area are done)

New city entrance signs

Special Programs

Business License Program

Downtown Promotion Program - "Dublin Auto Dealers Deliver"

Land Use

Increase design review

Parking

Revise parking standards that would prevent an oversupply of parking spaces

Approve new development without increased parking (Petsmart)

1. Introduction

The purpose of this report is to provide a summary of the progress made during the year 1964.

The project was initiated in 1963 and has since then been carried out in accordance with the plan of work approved by the Committee.

The work has been carried out in accordance with the plan of work approved by the Committee.

The work has been carried out in accordance with the plan of work approved by the Committee.

The work has been carried out in accordance with the plan of work approved by the Committee.

2. Progress of the Project

The work has been carried out in accordance with the plan of work approved by the Committee.

The work has been carried out in accordance with the plan of work approved by the Committee.

The work has been carried out in accordance with the plan of work approved by the Committee.

The work has been carried out in accordance with the plan of work approved by the Committee.

The work has been carried out in accordance with the plan of work approved by the Committee.

The work has been carried out in accordance with the plan of work approved by the Committee.

The work has been carried out in accordance with the plan of work approved by the Committee.

3. Conclusions

The work has been carried out in accordance with the plan of work approved by the Committee.

The work has been carried out in accordance with the plan of work approved by the Committee.

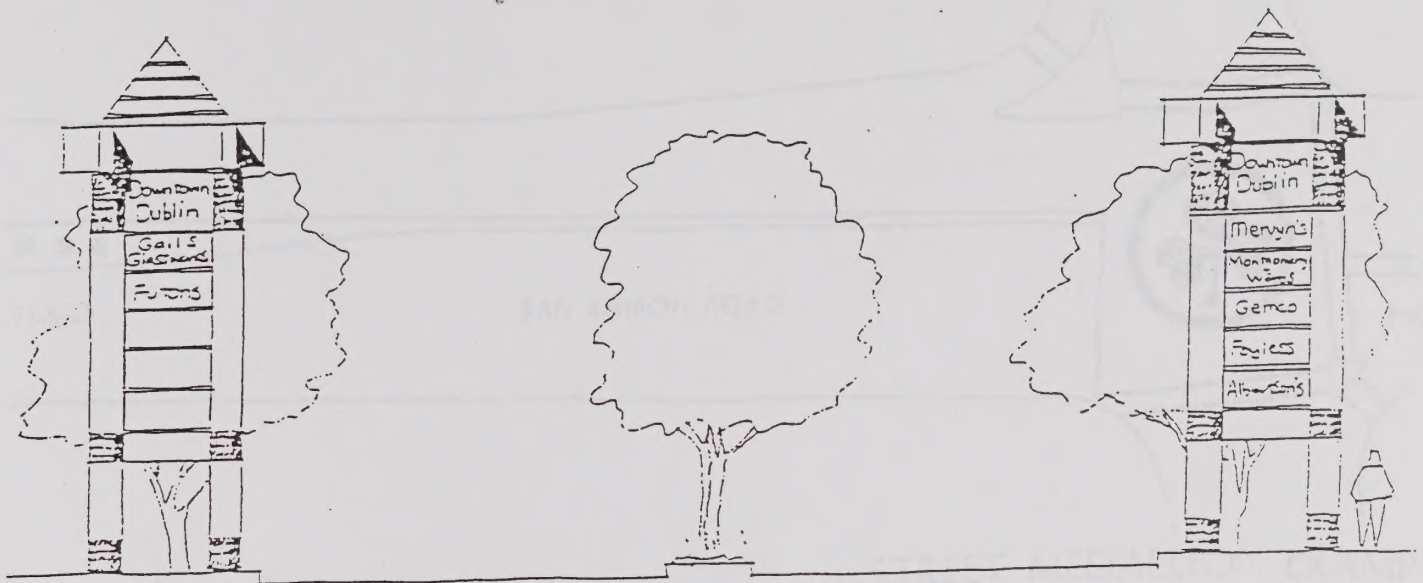
4. References

The work has been carried out in accordance with the plan of work approved by the Committee.

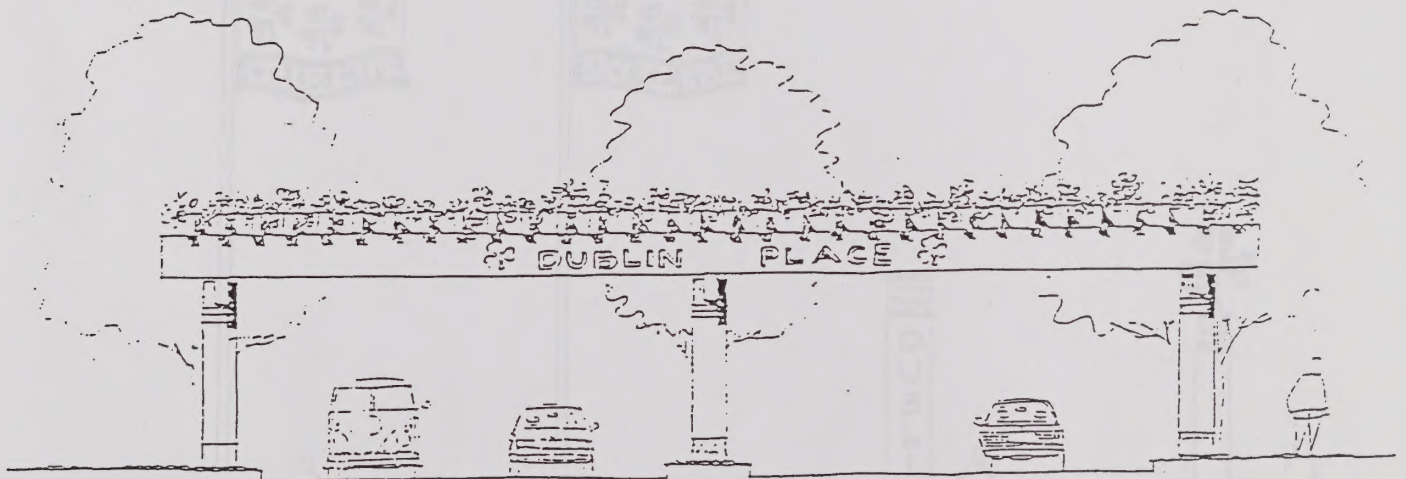
5. Appendix

The work has been carried out in accordance with the plan of work approved by the Committee.

The work has been carried out in accordance with the plan of work approved by the Committee.



Example 1



Example 2

Project Entries

DUBLIN DOWNTOWN PLAN

DUBLIN, CALIFORNIA

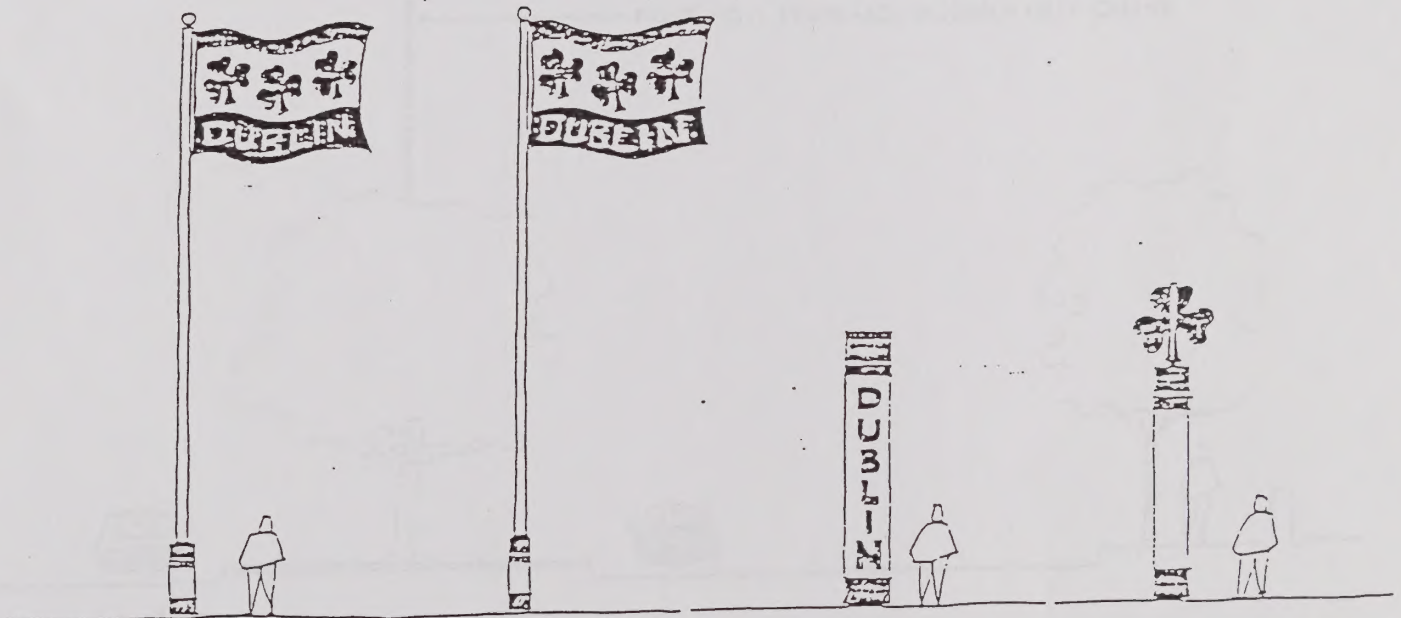
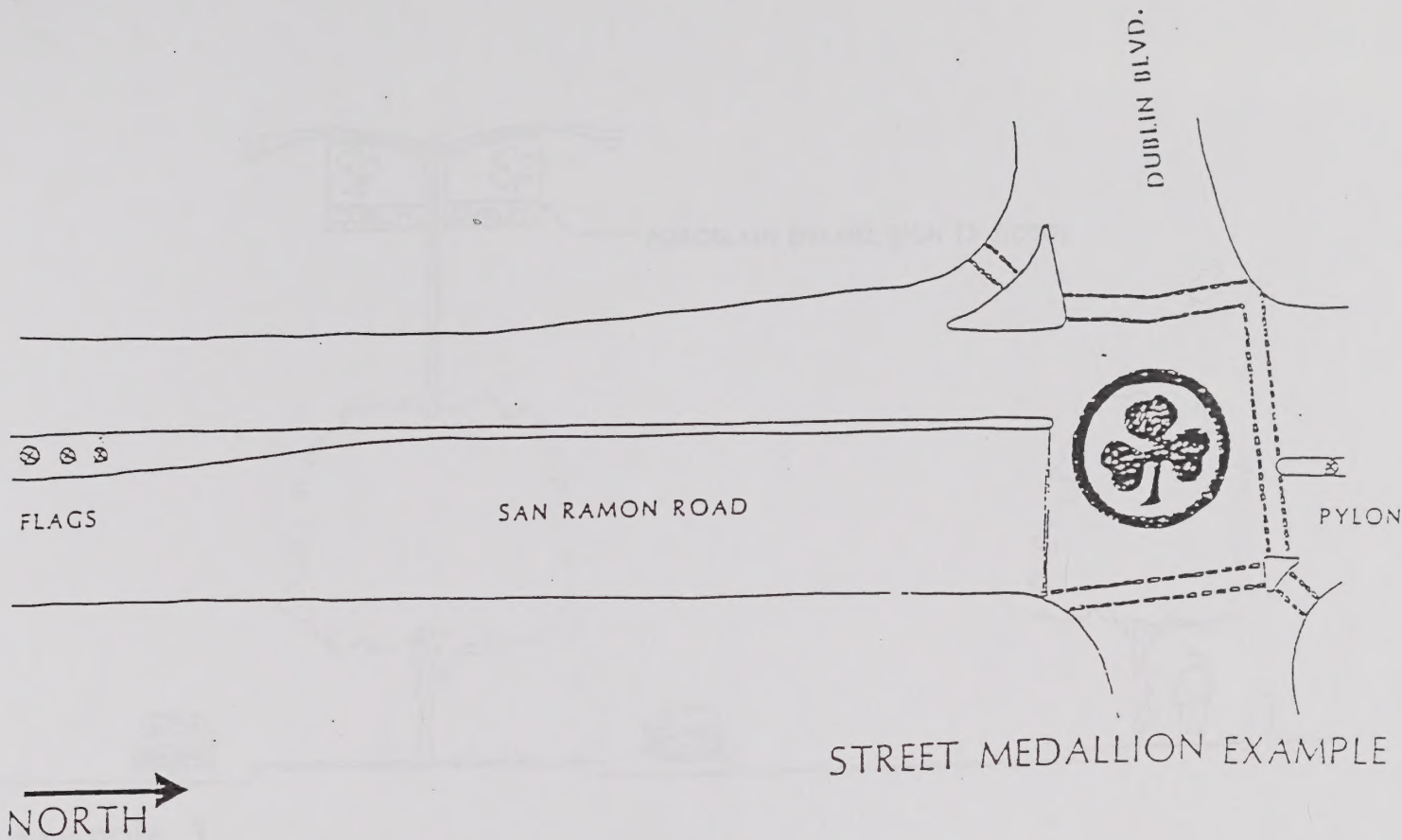


Example 1



Example 2

Project Entries
 DUBLIN DOWNTOWN PLAN
 DUBLIN, CALIFORNIA



FLAGS EXAMPLE

ENTRY PYLONS EXAMPLE

Downtown Entry Elements

DUBLIN DOWNTOWN PLAN

DUBLIN, CALIFORNIA

DUBLIN DOWNTOWN PLAN

Downtown Entry Elements

FLAG EXAMPLE



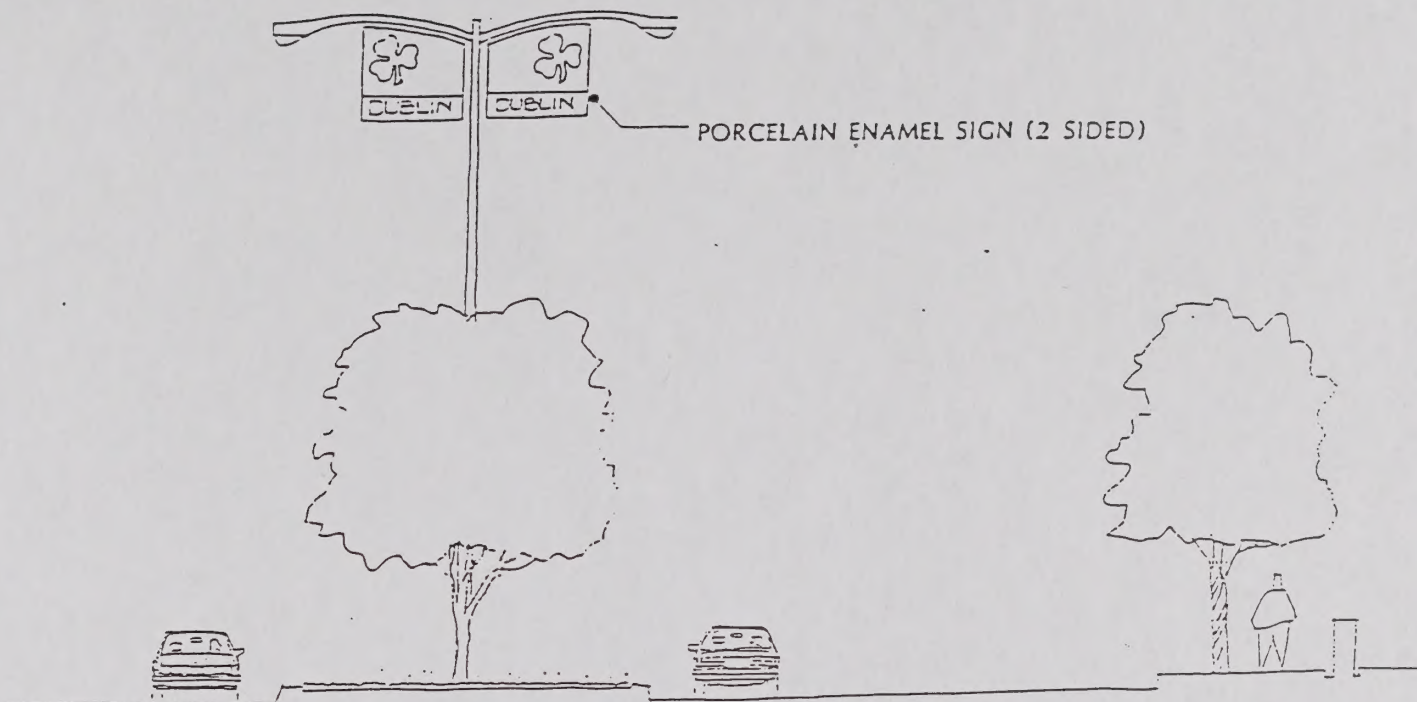
ENTRY PYLONS EXAMPLE



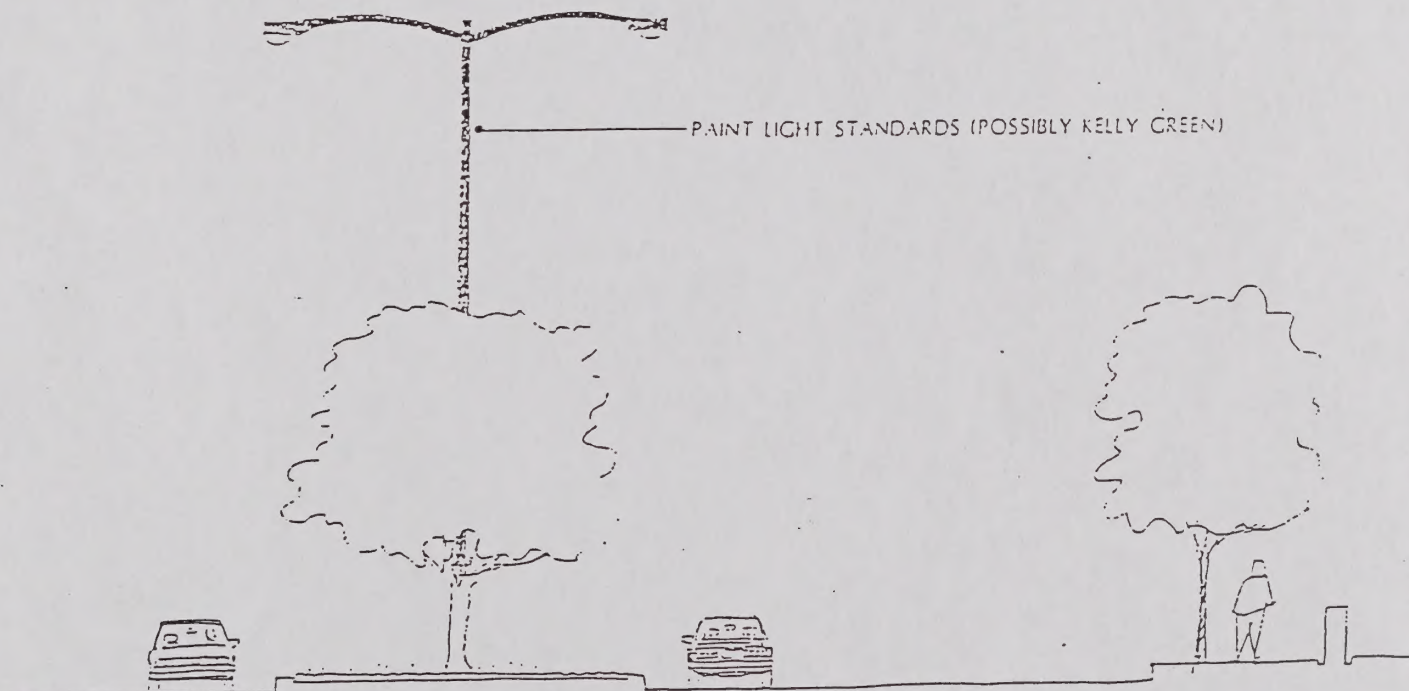
NORTH

STREET MEDALLION EXAMPLE





Example 3



Example 4

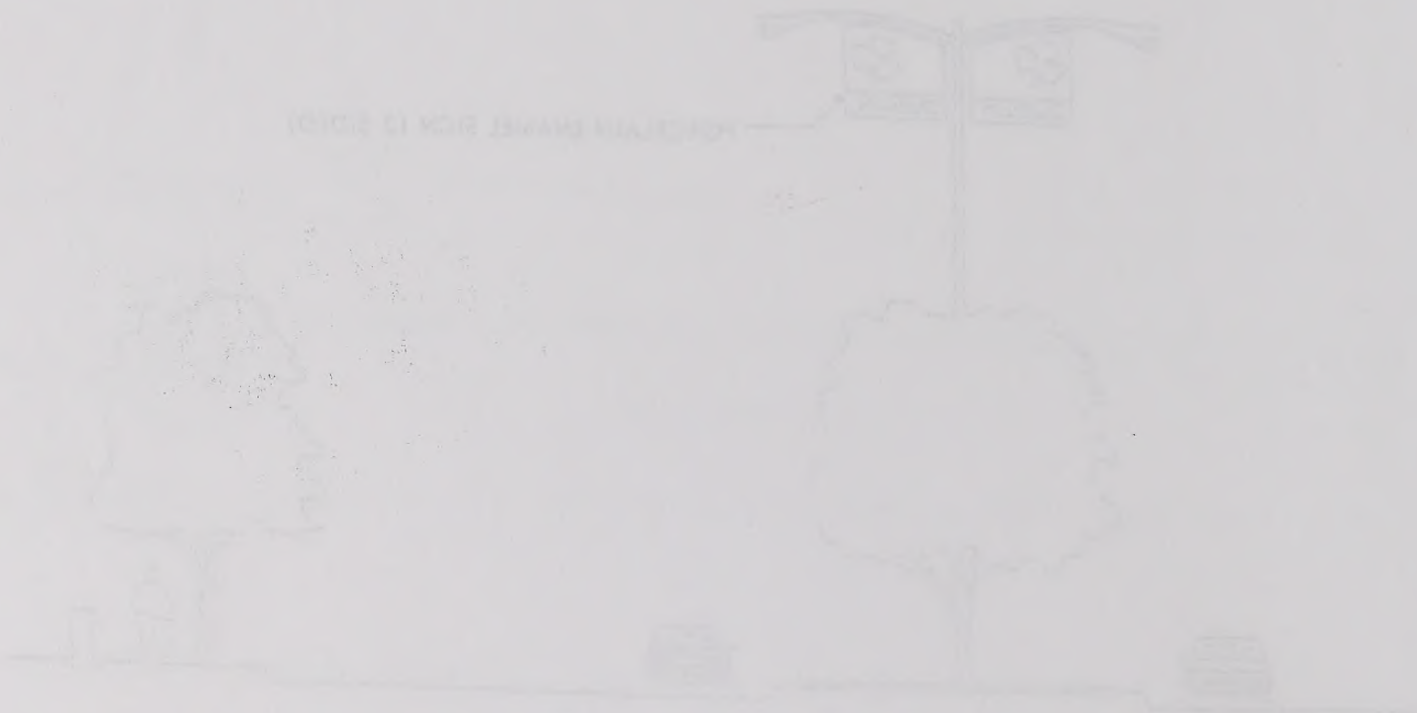
Other Center Median Theme Potentials

DUBLIN DOWNTOWN PLAN

DUBLIN, CALIFORNIA



POSTAL CHARTER BOX (S. 2010)



Example 3

POSTAL CHARTER BOX (S. 2010)



Example 4

Other Center Median Theme Potentials
DUBLIN DOWNTOWN PLAN
DUBLIN, CALIFORNIA